

PARTNERING^{FOR} SUCCESS

ETP and Business



SUCCESSFUL JOB TRAINING

PROGRAMS FUNDED BY THE CALIFORNIA
EMPLOYMENT TRAINING PANEL

Introduction

The Employment Training Panel (ETP) is pleased to present our 1998 edition of the *Partnering for Success: ETP and Business*. This booklet is a compilation of success stories - of California companies that have trained their workers with ETP funds, and are enjoying the benefits of having a highly-trained workforce. Following are case studies of companies located throughout the State, in a wide variety of industries. The common theme of all these companies is improvement to the bottom line, and the skill level of their employees.

ETP was created in 1982 by the California State Legislature as a cooperative business-labor program to fund job training to meet the needs of California employers seeking skilled workers. It is an employer-supported training program used to improve the State's economic climate. Since its inception, ETP has provided more than \$550 million to 26,000 employers for the training of 270,000 employees.

The Panel funds a variety of training programs. Most funds typically are used to retrain employees in companies that face out-of-state competition. ETP can also fund projects to train and place unemployment insurance recipients, to train current or former welfare recipients after they have been hired into a job, and special employment training categories including entrepreneurial training, and training workers in new, expanding industries.

With small business always a priority, ETP last year committed \$16.7 million in training funds for businesses with fewer than 100 employees. ETP is also targeting growth industries such as the multimedia and digital entertainment industries, and is also expanding marketing to rural areas of the state.


Funding provided to successful projects like those profiled in this issue contributes to the continuing economic development and growth of California. We hope you enjoy these success stories.

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Aerospace Rivet Manufacturers Corporation

Santa Fe Springs, California



"Material resource planning has allowed employees to fully comprehend..."

As with most companies, competition is a driving force for continuously improving quality, diversity, cost and customer service. To remain competitive and improve quality, Aerospace Rivet Manufacturers Corporation looked to training as a first step in employee improvement.

Located in Santa Fe Springs, Aerospace is a privately held company, established in 1983 to produce rivets, bolts and screws for airframe manufacturers. The company has 140 employees.

Aerospace's program of improvement included investing in additional equipment and machinery and upgrading to its statistical process control data collection system to respond to customer requirements. A successful program also required an investment in employees to ensure that they were part of the effort.

For Aerospace to succeed, they needed employees who could problem solve, meet the demands of their customers and improve the way they do business.

Aerospace was awarded more than \$62,000 to train 53 employees in statistical process control and material resource planning.

"We decided to train our employees in statistical process control because many of our customers are demanding that machine operators be knowledgeable in this area," says Claudette Gillis, director of human resources at Aerospace. "Statistical process control and material resource planning has opened

up our customer base and allowed us to develop partnerships with customers."

ETP training decreased delinquency and enabled employees to increase their problem solving and analytical skills. Employees now have the knowledge to make appropriate adjustments.

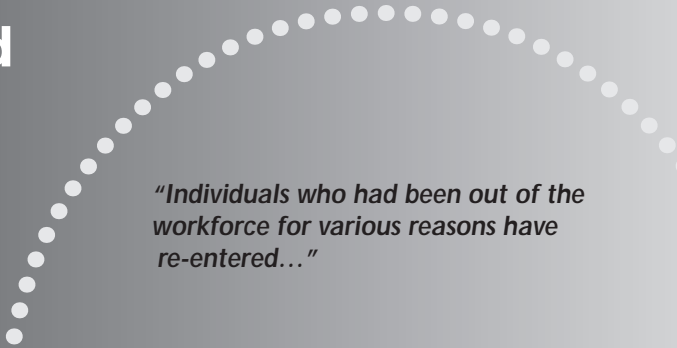
Classes were given in both English and Spanish. Fun activities were incorporated into the training classes to keep them interesting and to promote better attention to the material.

"Material resource planning has allowed employees to fully comprehend the reason for their job. It has made them better understand the nature of the business, the reason for doing things a certain way and the end results."

Claudette Gillis
Director of Human Resources

Asian Neighborhood Design Employment Training Center

San Francisco/Oakland, California



"Individuals who had been out of the workforce for various reasons have re-entered..."

In a win-win scenario, the Asian Neighborhood Design (AND) is training unemployed workers and high-risk youth in construction trades to help fuel the building boom in San Francisco and Oakland. Construction companies are getting a needed workforce while needy individuals have meaningful jobs.

AND is a nonprofit agency founded in 1973. It provides training, employment opportunities and housing through its business and training divisions to maximize the self-sufficiency of low-income and disenfranchised individuals and communities.

AND's Employment Training Center began training young people in furniture making in 1978, and has since trained more than 1,000 people who are primarily at-risk young adults. These youth learn such skills as carpentry, cabinetmaking, drafting and related building trades. Last year, the Center trained 58 individuals who had multiple barriers to full-time employment. Some teens had dropped out of school, some had become parents and others had insufficient reading and math skills and limited English-language proficiency.

"With the support of ETP and the new training funds, AND helped individuals familiar with warehousing, manufacturing or other occupations to become more familiar with new modes of technology and construction," said Zelda Saeli, AND training program director.

Trainees completed a 10-12 week training course in basic education, carpentry/cabinetmaking, computer-aided drafting and design, and computer numerical control machinery.

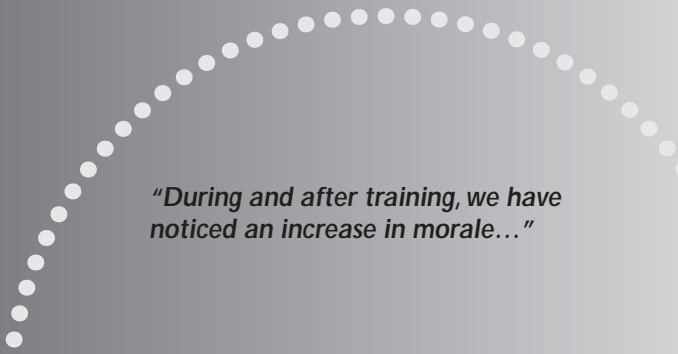
While AND had focused on young adults who were at-risk, ETP funding allowed AND to expand the program to include people who had been in the workforce and became jobless due to plant closures or lay-offs. AND also owns a cabinet manufacturing company - Specialty Mill Products, which is located in San Francisco and Oakland. While Specialty Mill Products gives trainees a chance to experience a real-work environment, no more than 15 percent of trainees go to work in the mill. The vast majority of trainees obtain employment with private employers.

"Individuals who had been out of the workforce for various reasons have re-entered the job market with the necessary skills to land entry-level positions. Some of the participants have been hired into construction to help with the building boom in the Bay Area."

Zelda Saeli
AND Training Program Director

Basic Vegetable Products

Modesto, California



"During and after training, we have noticed an increase in morale..."

Many California companies have entered the global marketplace and face strong competition from foreign companies, which have lower prices due to cheap labor and resource costs. California companies, like Basic Vegetable Products (BVP) of Modesto, are ready to do battle in the open marketplace and one of their most powerful weapons is a trained and skilled workforce.

BVP pioneered commercial onion dehydration in 1932 and opened its doors for business in 1933. Headquartered in Modesto (Stanislaus County), BVP has three dehydration plants in the state: King City, Modesto and Saticoy. BVP is the industry leader in the production of dehydrated vegetables with worldwide distribution and sales of brands such as Lipton, Kraft and General Mills.

In order to compete more aggressively against countries such as China, BVP needed to improve operating efficiencies and profit margins. Basic Vegetable received \$263,000 to train 110 employees who were under-employed workers in agricultural or agricultural-related industries and had barriers to obtaining full-time employment.

Trainees received instruction in production techniques, computer proficiency, team building and statistical process control. Trainees increased and broadened their skills making them qualified to perform various types of jobs. Trainees received a total of 200 hours of classroom and on-the-job training.


According to Mike Howard, manager of human resources, training heightened productivity by increasing employee awareness of their job and how their job affects company profits. Accuracy of production, planning and inventory control also improved.

"During and after training, we have noticed an increase in morale which is attributed to an increase in productivity. Employees enjoyed and thoroughly appreciated the training."

Mike Howard
Manager of Human Resources

Beckman Instruments

Fullerton, California



"Employees were committed to the training and are now applying its benefits ..."

Expertise counts ... especially for an expert workforce of a company competing in new technologies. Beckman Instruments viewed training as the most effective strategy to meet such objectives as expanding employee expertise, implementing new technologies, maintaining quality products and services, and reducing costs.

Beckman Instruments was born from the invention of the "acidmeter" or pH meter by its inventor Dr. Arnold Beckman in 1935. The company manufactures products used in laboratories for diagnostic medicine, bio-research and bio-technology. In 1952, Beckman Instruments became a publicly-owned company and is the only company in the industry based in California.

The training project took place in the Porterville (Tulare County) facility which employs 282 people and produces the printed circuit boards that are used by Beckman Instruments. Close to \$600,000 was awarded to Beckman Instruments to retrain 227 employees in leadership skills, advanced team building, statistical process control and production techniques.

"The training provided through ETP has allowed Beckman to increase business by offering lower costs and better quality," says Marshall Black, plant manager. "We have also noticed that employees have become more effective in their interpersonal relationships due mainly to the teaming concepts. They express their thoughts and insights more

frequently, which allows for open communication and problem solving."

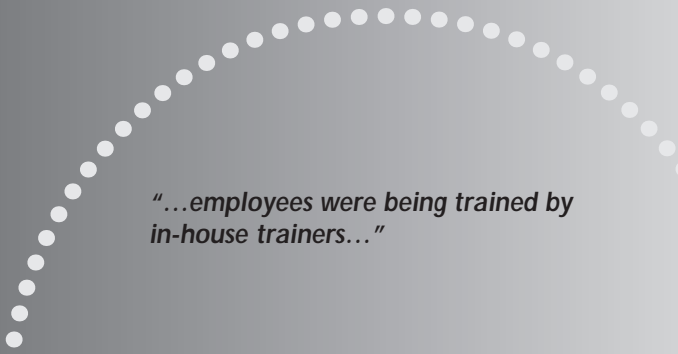
Black also points out that the skills, tools and knowledge gained from the training allows employees to be more effective in their process improvement projects. Employees have the freedom to choose their own projects, which gives them a greater sense of pride and responsibility.

"Employees were committed to the training and are now applying its benefits on the job. We continually implement quality improvement throughout the organization. Defects were reduced by 50 percent. One hundred percent of employees are now working on projects and the company has seen significant savings and cost reductions as a result of the training."

***Teresa Jackson
Human Resource Manager***

Becton Dickinson Immunocytometry Systems

San Jose, California



"...employees were being trained by in-house trainers..."

In a highly competitive global and national economy, some California companies face challenges competing on price against out-of-state competitors where the cost of living, wages and overall pricing are lower.

Such is the case with Becton Dickinson Immunocytometry Systems (BDIS).

BDIS manufactures cell-analysis systems, including highly sophisticated flow cytometers, computer software and monoclonal antibody reagents used to analyze, isolate and characterize immune cells from blood and tissue. These systems are used for AIDS and cancer research and clinical applications.

The company's market leadership was threatened by competitors who had the ability to lower costs and increase automation. To fight back, BDIS used \$225,204 from ETP to retrain 200 employees in the areas of problem solving, team effectiveness and process improvement.

Employees received 56 hours of classroom/laboratory training and 112 hours of structured, on-site training. The training included help with such issues as total quality management, statistical process control, problem-solving skills, team-building skills, presentation training, conducting effective meetings and team leading techniques.

The training worked well for the company and its employees. Results included increased productivity, decreased process cycle time, on-time customer

shipments, reduced costs, improved customer service and employee ownership of improving the work process.


"Before the training, employees felt it wasn't their responsibility to make improvements to their work process," explains Glenn Tsukamoto, continuous improvement project manager for BDIS. "Since the training, employees now have the authority to take the initiative to make improvements on work processes. Also, the skills acquired during the training are not just limited to the workplace, problem solving and team building can be applied to their personal lives as well."

"The unique aspect about this training was the fact that by the time it was in its third phase, employees were being trained by in-house trainers who were originally taught by an outside consultant. Now we have expert trainers on staff who can continue the training and skill development process."

Glenn Tsukamoto
Continuous Improvement Project Manager

Coherent Auburn Group

Auburn, California



"...we are better able to serve our customers' needs ..."

Millions of people have sat in movie theaters through the years and fantasized about what the world would be like if it had real-life lasers. The team at Coherent Auburn Group do more than just fantasize, they make the optical illusions real.

Coherent was established over 30 years ago in 1966. Coherent Auburn Group manufactures electronic components, measurement instrumentation, precision optics and thin-film coatings which are sold worldwide in a variety of markets including: lasers, thermal imaging, entertainment, filters and sunglasses.

The company competes worldwide in all of its product lines, and obtains quotes for jobs from companies in Europe, Asia and domestically. Coherent is a leader in the laser industry due to its rapid expansion of lasers for scientific and medical uses. Since introducing the first argon laser for treating eye diseases in 1970, Coherent has become the largest worldwide supplier of medical lasers.

Located in Auburn (Placer County), Coherent management understood that their industry was changing at a rapid pace, and in order to keep up with their ever changing needs, their 465 employees needed to be well trained. They turned to ETP for help.

The employees at Coherent were trained in total quality management, statistical process control, problem-solving, sales techniques and teamwork. The training helped the employees become better

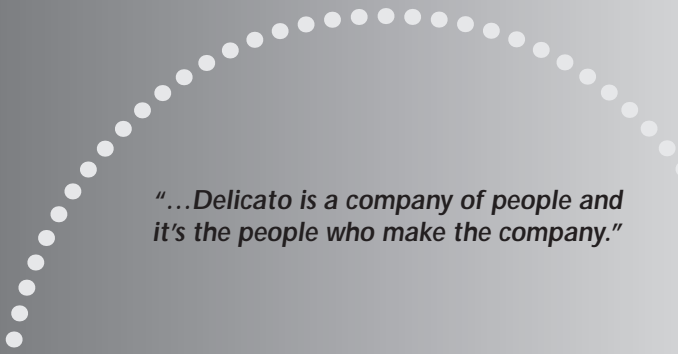
problem solvers and identify the correct use of production techniques in their area of knowledge. The training was also instrumental in providing consistency in Coherent's documentation process and in allowing employees to streamline processes and operations.

"The training gave our employees a method for improving the quality of their work and the products they manufacture on an ongoing basis. I can now honestly say that due to our training we are better able to serve our customers' needs by providing them with a higher quality product."

Vicki Hoffman
Vice President, Human Resources

Delicato Vineyards

Manteca, California



"...Delicato is a company of people and it's the people who make the company."

The quality of wine is measured by its age while the knowledge and skills of its employees often measure the quality of a company. To obtain skills and knowledge, a company must ensure that adequate training programs are in place.

Delicato Vineyards began in the 1920s as a family-owned vineyard, supplying grapes to eastern states. By 1935, Delicato switched gears and entered the winemaking business. As a custom provider to other wineries, Delicato is responsible for taking grapes through the process of receiving, crushing, fermenting, blending and filtering ingredients to each customer's individual recipes and specifications.

In recent years, Delicato has been fighting foreign competition where production and labor costs are cheaper. In an effort to compete on the same level, Delicato requested funding from ETP to train its workforce.

Training of the 56 employees focused on increasing the skills of production to better handle a variety of work processes. To meet these goals, training in the areas of equipment operation, computer skills, effective communication, customer service and team building were implemented.

"Training started us thinking about how we run as a company. We changed management styles, how managers and employees communicate and how annual evaluations are conducted. We also imple-

mented a team-supervisor concept," said Colin McKechnie, technical training manager.

In 1996, the Delicato Blue Label was introduced and sales soared to 150 percent in 1997. Projections for 1998 are expected to be even higher.

"Increase in the sales of the Delicato Blue Label is greatly attributed to ETP training. In addition, training has definitely improved the attitudes of the workforce. There is more cooperation between each other and departments."

"After the training, the owners of Delicato introduced a profit sharing program. They realized that Delicato is a company of people and it's the people who make the company."

Colin McKechnie
Technical Training Manager

Deluxe Laboratories

Hollywood, California

"I believe a sense of pride is felt by all employees..."

Millions of people throughout the world surrender themselves to the magical world of movies and television. The world of make-believe is created by a host of different entities and organizations, but it is the responsibility of the film laboratory to bring it to life for all to enjoy.

Deluxe Laboratories is a full-service motion picture processing facility located in Hollywood. Since 1915, Deluxe has processed original negatives for studio and production companies for motion pictures, television programming and commercials.

Deluxe is Hollywood's oldest film laboratory and one of the largest motion picture film laboratories in the world.

Even the oldest processing facility cannot escape the fight against competitors. Deluxe's competitors have more leverage to offer lower prices due to lower labor costs. Some companies are non-union and others operate outside the United States and take advantage of favorable monetary exchange rates. At the same time, customers are insisting on the highest quality print with immediate results.

To meet customer demands and to battle against competitors, Deluxe needed to increase machine output while at the same time improve quality and reduce waste. ETP funds allowed Deluxe to shift to a high-performance workplace in order to meet these goals.

Of the 500 employees, 350 were trained in management, total quality management, customer service, communication and problem solving.

Cyril Drabinsky, Deluxe president, states the company has experienced great improvements. "Not only have we experienced an increase in productivity and efficiency, we have cut our waste in half. Most importantly, our company culture has changed. We now incorporate an 'open door' policy which initiates communication between management and staff."

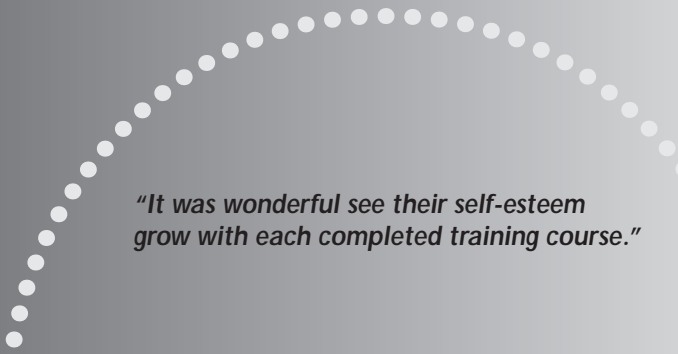
Drabinsky adds employees were fearful of the training. Most employees have been with the company for many years and feared the changes that would result from the program. Fortunately, the employees are enjoying the benefits ... morale has been boosted and the fear of making decisions has been eliminated."

"Training has changed the way we operate on a more personal level. We have initiated company picnics, Christmas dinners and family tours of the facility. I believe a sense of pride is felt by all employees, which in turn, boosts morale and makes for a productive work environment."

Cyril Drabinsky
President

Duncan Enterprises

Fresno, California



"It was wonderful see their self-esteem grow with each completed training course."

Sometimes bigger is not always better. Knowing one's customers and providing those customers with quality products and services is more advantageous than simply being the biggest in the industry—at least to Duncan Enterprises.

Duncan Enterprise executives realized this insight when they attended a workshop in total quality management in 1991. They discovered that in order to thrive and remain competitive, the company had to become more knowledgeable of their customers' needs. The goal - have customers look to Duncan first and not its competitors.

Duncan was established in 1946 with roots as a wholesale distributor. The business offered art and ceramic classes and designed and manufactured ceramic products. Later, the company decided to build the manufacturing competency they had in ceramic paints as they grew and expanded the company.

In 1993, Duncan Enterprises was marketing their acrylic paints into new markets and realized a need to implement a five-year learning and training program using ETP funds.

To date, Duncan Enterprises has trained all their team leaders and team members in continual improvement problem-solving tools. Additional employees were trained specifically to enhance technical and job-specific skills and team building. Trainees received instruction in customer service, office automation, production techniques, sales

techniques, statistical process control, leadership skills and team building.

Duncan Enterprises is very enthusiastic about the training and pleased with the positive results. Employee evaluations have greatly improved as their team members have been empowered through education and training to work more effectively. Production output has increased considerably.

"Training allowed our team members to apply their new knowledge and discover how much of this learning was applicable to their jobs," said Kerri Ladd, human resource director. "Employees found that their new skills improved job 'ownership' which created a positive environment directly effecting order fulfillment to the customers."

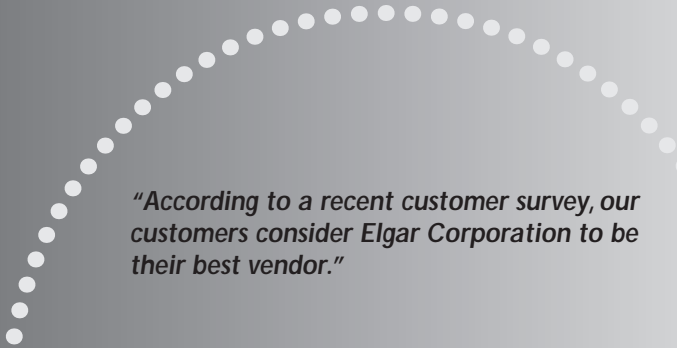
ETP training also allowed Duncan Enterprises to forge ahead with plans to implement changes in technology two years ahead of schedule. New problem-solving and analytical skills played a key role in the implementation.

"Many people were initially fearful of the training," said Ladd. "It was wonderful see their self-esteem grow with each completed training course. They seemed to actually enjoy training and expressed an interest in receiving additional opportunities for learning beyond what was offered."

Kerri Ladd
Human Resource Director

Elgar Corporation

San Diego, California



"According to a recent customer survey, our customers consider Elgar Corporation to be their best vendor."

When working in the defense industry, you sometimes apply some defense strategies of your own in the battle for customers. This was the strategy employed by Elgar Corporation.

Founded in 1965, Elgar Corporation manufactures programmable AC and DC power sources and power conditioning equipment for use in the Automatic Test Equipment (ATE) market. This equipment is used in defense electronics, utilities, telecommunications, automotive industry, military research and development, data processing, avionics and commercial production.

In 1995, Elgar faced a changing and competitive market. Military operations were closing down and competition was fierce from competitors from the East Coast, Japan and Europe. For Elgar, it was time to re-evaluate its economic position before losing to outside forces.

To become stronger, the company acquired an Illinois electronics company to facilitate the transition from a military focus to a commercial/industrial market. The purchase added between 60 and 80 new jobs at Elgar.

"We sought training for four reasons," explained Tom Erickson, vice president of human resources. "One, we wanted to become a world-class manufacturer. Two, we wanted to raise employees' level of technical competence. Three, employees stated on a recent survey that they felt Elgar was not allowing room for growth. We wanted to provide

them with the skills to advance. And four, we wanted to install a certification program."

ETP granted Elgar over \$333,000 to train 237 employees in total quality management, management skills, customer service, sales techniques, manufacturing resource planning, CAD/CAM and production techniques.

"Training raised manufacturing employees' competence. We have seen a major increase in their skills as it relates to their work assignments. Training seems to have made everyone more disciplined."

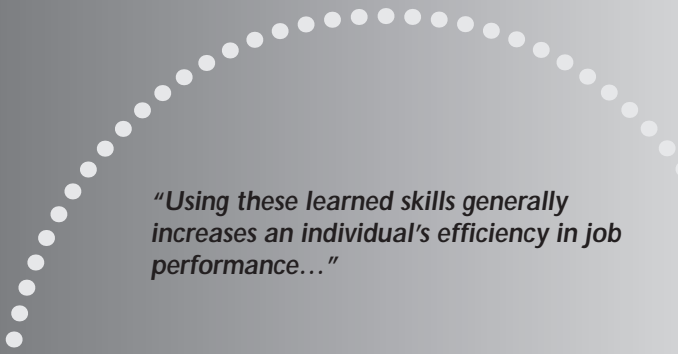
Elgar has experienced great improvements due to the training. The company decreased its paper trail by utilizing new computer skills and its customer satisfaction greatly improved. Elgar recently hired a technical trainer who is responsible for certification and on-going training.

"According to a recent customer survey, our customers consider Elgar Corporation to be their best vendor. Providing top notch customer service is definitely the key to beating out our competitors!"

Tom Erickson
Vice President of Human Resources

The Foundation for Educational Achievement

San Diego, California



"Using these learned skills generally increases an individual's efficiency in job performance..."

Science fiction writer Isaac Asimov once said, "I don't fear computers, I fear the lack of them."

However, some people fear computers because they have yet to be trained to use the tool to their full advantage at work. To conquer computer fear, ETP funded a San Diego nonprofit organization to reach and train thousands of employees in computer use.

Through Foundation College, a division of the San Diego-based Foundation for Educational Achievement (FEA), a nonprofit public benefit corporation established by Garland Peed, former Chancellor of the San Diego Community College District, the Foundation provides training funded by ETP.

Computer software applications and multimedia technology training is offered to employees of companies located in San Diego; and computer software applications training is offered to employees in Contra Costa County. This year, 1998 marked the tenth year the Foundation has used ETP funds to train more than 5,000 individuals.

In 1995, ETP awarded FEA more than \$1 million to train 935 individuals who lacked basic computer skills. Many of the companies that participated in this project did not have budgets or manpower to support the costs of computer training programs. Without this training, many employees were at-risk of losing their jobs. Also, companies were seeking ways to increase productivity and efficiency.

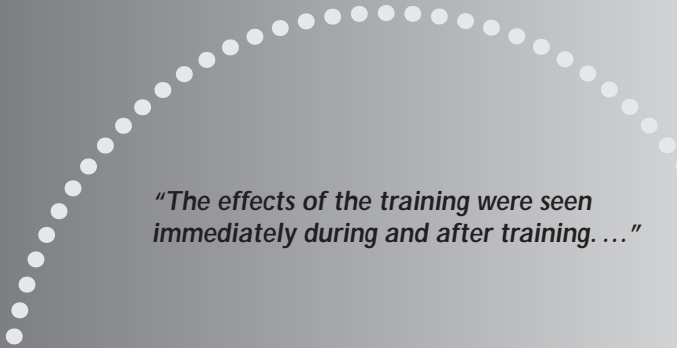
"Training has allowed companies to utilize one person to perform various jobs," explains Jim Durbin, ETP program manager. "At the same time, employees are more productive and express a sense of job security due to their learned skills."

"Having computer skills and knowledge is an absolute necessity in today's market. Using these learned skills generally increases an individual's efficiency in job performance and ability to contribute more to the company. Computer skills will also make an individual more marketable inside and outside the company."

Jim Durbin
ETP Program Manager

Hudson Respiratory Care, Inc.

Temecula, California



"The effects of the training were seen immediately during and after training. ..."

During this age of high technology and super-speed communications, customers are more demanding than ever...expecting immediate customer satisfaction and top-quality products. It is this need for immediate action that prompted Hudson RCI to reorganize into a high-performance organization.

Hudson RCI is engaged in a battle to maintain its position as a high-quality, low-cost manufacturer in the highly competitive worldwide medical device marketplace. To compete, success demands a workplace that is both flexible and highly skilled in meeting customer demands.

Founded in 1951 as the Hudson Oxygen Therapy Sales Company by Dr. Charles Hudson, the company began as a manufacturer of medical devices and a distributor of regulators, humidifiers, portable units, tents, hoods, rubber masks and breathing bags. In 1989, Hudson purchased Respiratory Care Inc., from the Kendall Company, a manufacturer of pre-filled humidifiers and nebulizers, heated humidification systems and other related devices. Today, Hudson employs 436 workers.

ETP funding allowed the company to retrain 163 employees and transformed HCRI into a high-performance workplace. Employees were introduced to the "Toyo" process, robotics, part handling systems and new computer applications. Trainees also learned applicable skills in problem solving and team building.

After training was complete in 1996, HCRI reported a record year for 1996 and 1997. "The effectiveness of the training is reflected in our having met or exceeding our financial goals and objectives established in 1996 and 1997," said Kevin Smith, human resource development manager.

To meet company goals, it was very important that employees successfully accepted the new high-performance workplace. Without the cultural change, retrainees would not be able to meet the productivity goals and competitive needs of the company's operation.

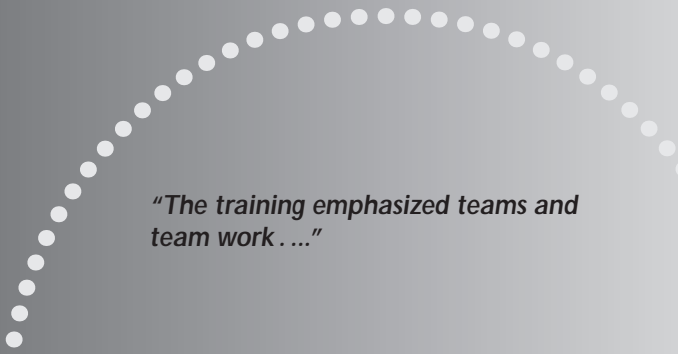
Fortunately for HCRI, employees fully accepted the new changes with enthusiasm and are enjoying a sense of their contribution to the success of the company. As for each individual, training has made each one more marketable in the long run.

"The effects of the training were seen immediately during and after training... we even met our goals during the weeks we were in training."

Kevin Smith
Human Resources Development Manager

Hughes Bros. Aircrafters, Inc.

South Gate, California



"The training emphasized teams and team work . . ."

The ingenuity of aircraft design has drastically improved since human propelled gliders.

Once made of wood and other material, sheet metal is today's choice for most aircraft design.

Established in 1948 as a supplier for the aerospace industry, Hughes Bros. Aircrafters, Inc., manufactures compound contour sheet metal assemblies and related tooling. The 32 employees of Hughes Bros. produce a product line that is divided between commercial, military and the space program.

A lagging economy and out-of-state competition has affected the company's sales and products. Company representatives determined that to remain viable, Hughes Bros. would have to increase operating efficiency and production, reduce costs and meet customer demands for quality, price and delivery.

ETP funds allowed the company to transition to a high-performance workplace in order to meet its goals. Employees received training in total quality management, statistical process control, basic metallurgy and heat treating, blueprint reading and basic shop math. Trainees also acquired skills in teamwork, leadership and communication.

According to Jim Hughes, president of Hughes Bros. Aircrafters, Inc., the results of the training were positive. "Through training we attained D-I 9000 Revision A Certification, increased product quality and production, improved employee morale

and increased business two-fold. In fact, we doubled our staff from 16 to 32 to handle the customer demand."

"The project was flawless...it had a positive effect on everything we do. The training emphasized teams and team work ... which we are continuing."

Jim Hughes
President

Inland Paperboard and Packaging, Inc.

Tracy, California



"I believe our customers have more confidence in Inland..."

Many years ago it was said that with the advancement of computers, we would go to a paperless society...it doesn't appear as if we are there yet. In fact, it looks as if we won't be there for quite awhile. In the meantime, boxes are still needed to ship the millions of reams of paper for use throughout the world.

Established in 1928, Inland Paperboard and Packaging, Inc. operates a paper mill and corrugated box manufacturing plant in Tracy. Today, there are 43 locations throughout the United States employing more than 8,000 employees. The Tracy location employs 220 full-time employees.

Weyerhaeuser, Georgia-Pacific and International Paper are just three out of 1,500 box plants in the United States that threaten Inland's customer base. Customers demanding superior quality products, on-time delivery and outstanding service forced Inland executives to recognize the need to become more quality oriented and utilize statistical process control if they wanted to stay competitive.

Inland used ETP funds to train 130 employees in statistical process control in conjunction with the Inland Quality Process (IQP). The IQP includes teamwork and employee involvement, statistical techniques, process controls and office automation.

According to Nick Perino, human resource manager, "Customers are demanding their vendors to be knowledgeable in statistical process control and to provide a top quality product. Our custom-

ers know we are producing a top-quality product on a consistent basis."

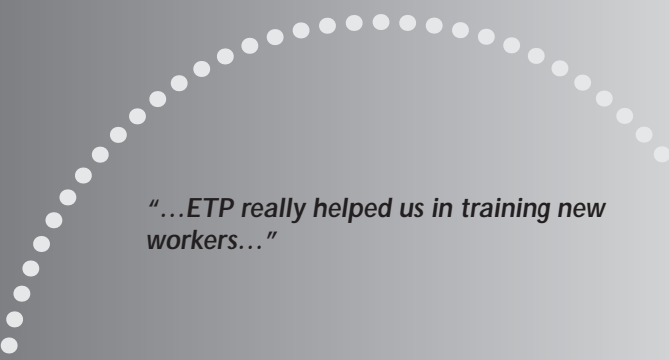
Perino also says productivity has increased and scrap has decreased since training. Employees have more ownership and pride about their work and can recognize and solve problems on their own. "People are working better together," he said. "There seems to be a more cooperative effort being made by everyone from the sales representatives to the janitors."

"I believe our customers have more confidence in Inland than our competitors because of the training. We have seen business grow 10-15 percent since we completed training."

Nick Perino
Human Resource Manager

Jewish Vocational and Career Counseling Service

San Francisco, California



"...ETP really helped us in training new workers..."

The United States has always served as a melting pot for immigrants wishing for a better life. Organizations such as Jewish Vocational and Career Counseling Service (JVS) help to provide this better life by training immigrants and others in necessary job skills.

Established in 1973 and located in San Francisco, JVS is a nonprofit, non-sectarian agency that provides a wide array of employment and career counseling services: occupational classroom training, job search skills instruction, technical English, job development and placement assistance, and short-term vocational scholarships.

JVS serves more than 5,000 Bay area residents each year, including individuals with disabilities, unemployed Americans, career changers, Russian refugees and older workers. The funds from ETP were used, in part, to help the Russian refugees who came to JVS for help. These refugees make up approximately 25 percent of JVS' clientele.

The refugees had many skills and came from all education levels. "We had a very diverse number of individuals who came to us," said Julie Bayley, director of training programs for JVS. "Some were professionals with engineering and architectural degrees. Others were not educated in a technical field, but were educated in another field. We found that after nine months of training, many workers went from minimum wage jobs to making \$10 an hour or more. The training helped change many people's lives for the better."

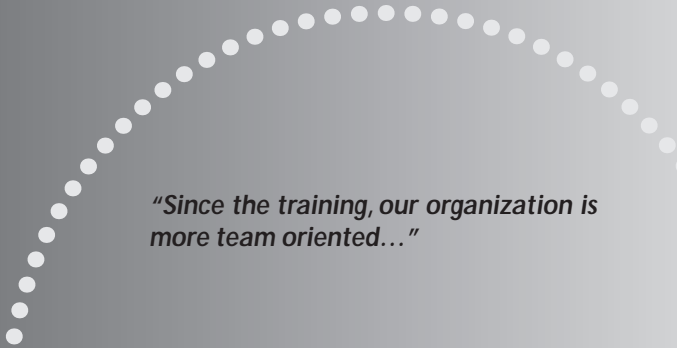
Many of the Russian refugees at JVS were engineers in their former country, but had very little or no computer experience, as design-drafting was done manually. In order to compete in the United States and find employment as an engineer, it was essential for these workers to learn engineering computer programs such as AutoCad. The training provided by JVS was essential in teaching these new workers the necessary skills they would need to survive in today's global marketplace.

"The funds we received from ETP really helped us in training new workers for current and future labor market demands. With their upgraded skills, the Russian refugees who participated in our training program will be more competitive in the labor market."

Julie Bayley
Director of Training Programs

La Tortilla Factory

Santa Rosa, California



"Since the training, our organization is more team oriented..."

It is a known fact that human beings thrive in a nurturing and inclusive environment. Making employees feel as if they are an intricate part of the company definitely plays an important role in the success of the company. Such is the case with La Tortilla Factory.

La Tortilla Factory (LTF) is a small, minority-owned business employing 55 employees and 10 employees on contingency. Established in 1977 in Santa Rosa, LTF produces and distributes corn and flour tortillas, chips and salsa in northern California and wraps nationally.

After experiencing a drop in production due to narrowing profit margins and increased competition from out-of-state and off-shore companies, LTF used ETP funds to reorganize the business into a high-performance workplace. The goal was to empower frontline workers to problem solve, implement corrective action and establish measures. As a result of training, frontline workers became part of the decision-making process regarding the company's goals and objectives.

Thirty-two individuals employed in administration, supervision, production and sales received training in problem solving and preventive measures, total quality management and statistical process control. Classroom and on-the-job training provided instruction on mixing, machine operation, packaging and distribution.


In addition to improved productivity and product quality, LTF has a more harmonious environment. There is more cooperation among employees. Employees are enjoying more personal relationships with their co-workers which has also improved the self-confidence of employees.

"Since the training, our organization is more team oriented. Employees have used their new problem solving skills to solve issues instead of blaming each other."

Ann Schneider
Human Resource Manager

Mariani Packing Company, Inc

San Jose, California



"...we continue to train all employees weekly by holding SPC meeting..."

Big against small. David versus Goliath. Throughout business we see examples of smaller companies battling against large corporations. The possibility of larger corporations moving in for the kill is always a threat if a business is not prepared to defend its territory or itself. Such is the case with Mariani Packing Company, Inc.

Even though Mariani is the largest independent manufacturer and processor of dried fruit, the company must compete with other large companies that have access to lower labor costs and revenues. This competition drives Mariani to improve job and productivity performance.

Founded in 1906, Mariani Packing Company, Inc. grows, dries, processes and packages dried fruit under its own label and for customers who use the dried fruit in cereal products. This family-owned company employs 260 full-time employees at its principal location in San Jose (Santa Clara County) and at a smaller facility in Marysville (Yuba County).

Knowing that improvements needed to be made in the manufacturing process, Mariani used ETP funds to train 194 employees in improving cycle time, reducing scrap and rework and increasing customer satisfaction. Trainees learned to identify problems, analyze situations and take action to improve the manufacturing process.

"The success of the project was due principally to having management support and we had company president Mark A. Mariani solidly behind

the training to achieve company goals," said Jean Brady, director of human resources.

After completing the training, Mariani reported a 15 percent increase in pounds of fruit packed per labor dollar. Scott E. Fujihara, vice president of finance and administration, states between 1994 and 1996 the implementation of statistical process control (SPC) increased accuracy of inventory to 96 percent, thus reducing product rework and spoilage. "The increases in production capacity and accuracy have enabled Mariani to keep up with an increase in sales of 37 percent since 1997."

"Mariani employees are the highest trained professionals in the dried fruit business. Not only did we complete thousands of hours of training within two years, but we continue to train all employees weekly by holding SPC meeting and offering on-going training at our community center."

Craig Mackley
Vice President of Sales and Marketing.

National Tooling and Machining Association Training Center

Los Angeles Area Chapter

"I frequently recruit new employees through the Training Center..."

Advances in computerized numerical control (CNC) and numerical control (NC) equipment have increased the demand for skilled employees in the machining industry. For the past 30 years, the Los Angeles area National Tooling and Machining Association Training Center (LA/NTMA) has provided advanced training to those seeking employment in the field of machining or career advancement in the industry.

The LA/NTMA Training Center began in 1968. It was established to train individuals for small and medium-size manufacturers in the metal trades industry.

As a nonprofit organization, the LA/NTMA Training Center has offered training in the following areas: conventional machining, CNC, computer programming, statistical process control, geometric dimensioning and tolerancing and other specialized subjects relating to the metal industry.

As of 1997, ETP has accepted 15 contracts with the LA/NTMA. The most recent contract trained 357 CNC machinists, toolmakers, mold makers and engineers in advanced CNC technologies. Conventional machine operators, machinists and other occupations were trained in general shop knowledge.

According to administrator Phil McWilliams, the industry is experiencing a demand for employees skilled in the operations and programming of

regular and advanced CNC and NC equipment. Unless the current trainees were retrained in the CNC technology, they were likely to be displaced and claim unemployment insurance benefits.

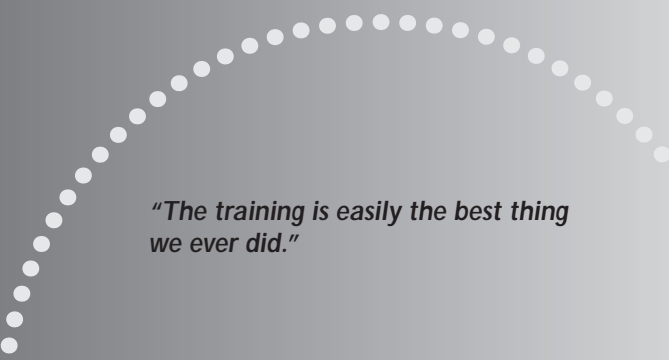
The benefits of training were numerous. Companies experienced an increase in productivity and efficiency, employees were promoted because of advanced skills, national and international competition between California machine shops has improved and lay-offs have decreased.

"I received training through the LA/NTMA Training Center 12 years ago and immediately found a job. I've been with the same company ever since. Part of my job is to hire new employees. I frequently recruit new employees through the Training Center because I'm very familiar with the program and I know I will be recruiting the best people for the job."

Jack Follman
Machining Engineer for RA Industries

Road Runners Sports, Inc.

San Diego, California



"The training is easily the best thing we ever did."

Our society has become much more active over the last generation. As a rule, we purchase more running shoes and other athletic apparel to keep up with our more active lifestyles. Road Runners Sports, Inc. (RRS) has been helping Americans keep up with their workout needs since 1983.

RRS has found that due to low business costs, out-of-state rival companies from Wisconsin and Nevada have become increasingly competitive. RRS turned to ETP for additional funding to help ensure that their workers were trained to their maximum abilities in order to meet the growing needs of consumers.

RRS employed a three-part strategy in training their workers. The company wanted all levels of employees to receive valuable skill enhancements and training. The executives went through a one-year program designed to help them maximize their leadership skills.

Managers and supervisors were trained for one year in a classroom setting and on the job in a variety of subjects: improving teamwork skills, helping to delegate work, enhancing problem-solving skills, setting and meeting appropriate goals and more.

The rest of the workforce received intensive training on goal setting, improving communication skills, action planning and other daily skills to help them in their regular duties.

RRS believes the training has enriched their

employees' work experience. And it is hard to argue with the results. RRS enjoyed their best year ever in 1997. As a matter of fact, RRS exceeded their financial goals, reduced turnover significantly and improved their cost per order.

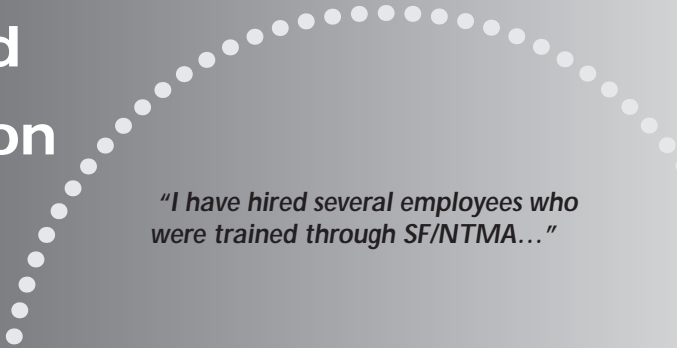
"The training helped Road Runners focus on its bottom-line," said Diane Richards, vice president of human resources. "It established a benchmark in which we can measure the performance of our company in the future."

"The training is easily the best thing we ever did. We were able to recoup 75 percent of the fees. It's absolutely remarkable and definitely is the highlight of my professional life in 20 years."

Diane Richards
Vice President of Human Resources

National Tooling and Machining Association Training Center

San Francisco Bay Area Chapter



"I have hired several employees who were trained through SF/NTMA..."

Adults who want to learn a trade may be fortunate enough to be offered a fresh new start by a training agency or trade association. One such organization is the Training Center of the National Tooling and Machining Association (San Francisco Bay area Chapter). It offers individuals a unique opportunity to learn new skills that are in demand. It also helps machine shops, which generally are small businesses, to upgrade the skills of their workers and improve performance.

The SF/NTMA is headquartered in Washington, D.C., and opened its Bay area chapter in 1980. In 1985, the SF/NTMA established its nonprofit Training Center to provide vocational job-training and pre-employment training for newcomers to the trade and for upgrading skills of experienced machinists.

The Training Center's philosophy is simple - better trained machinists make fewer mistakes. Making fewer mistakes improves the quality of the workmanship and increases productivity in the machine shop. Because of this mission, SF/NTMA was funded by ETP for \$1.7 million to train workers.

Training machinists and machine operators is vital to the continuing growth of California's economy. The need for better prepared machine operators is on the rise. SF/NTMA Training Center trains people in blueprint reading, shop math, inspection procedures, and operation of lathes, milling machines, grinders and computer numerical control machines.


Machine operators need this training now more than ever because today's machines have become more advanced. "Through the use of computerized machines, we have seen our productivity go up as much as 500 percent, depending on the part being manufactured," said Bert Schuster, executive director for SF/NTMA. "Due to our new well-trained machinists, we are finding fewer mistakes and our quality control has vastly improved."

"I have found SF/NTMA to be a useful tool in learning trades that are not available in conventional schools. I have hired several employees who were trained through SF/NTMA simply because they showed the initiative to continue their education and improve their skills."

Sam Harlan
General Manager of Ajax Custom Plastics

Simpson Paper Company

Anderson, California



"...we're able to remain competitive and keep business in California. ..."

How can a paper company remain competitive in a state where operating costs run high and offshore paper manufacturers sell lower cost products?

For Simpson Paper Company, the solution was a comprehensive training program that would increase productivity and efficiency.

The Simpson Paper Company is a principal subsidiary of the Simpson Investment Company of Seattle, Washington. Established in 1890 as a small logging company in Washington, this family-operated business became a lumber manufacturer in 1925 and began to produce paper in 1951. As an integrated paper manufacturing facility, the Simpson Paper Company operates paper mills and manufacturing facilities in California, Iowa, Michigan, Pennsylvania, Texas, Vermont and Washington.

The Simpson Paper Company's Shasta Mill in Anderson, California produces paper used primarily for the printing and specialty markets. The finished paper products are sold to markets in the western United States and Canada. The mill produces almost 400 tons of paper per day.

Simpson officers knew that in order for the Shasta plant to continue operating, employees would have to gain expertise in a variety of different jobs. ETP funds allowed Simpson to implement a comprehensive training program for 323 employees, upgrade its manufacturing capabilities and expand its market by manufacturing high-quality paper products.

All employees received training in customer service, management skills, office automation, production techniques, sales techniques, statistical process control and team building. Plant production personnel were trained in a modified manufacturing and production process and cross-trained so they could perform various jobs.

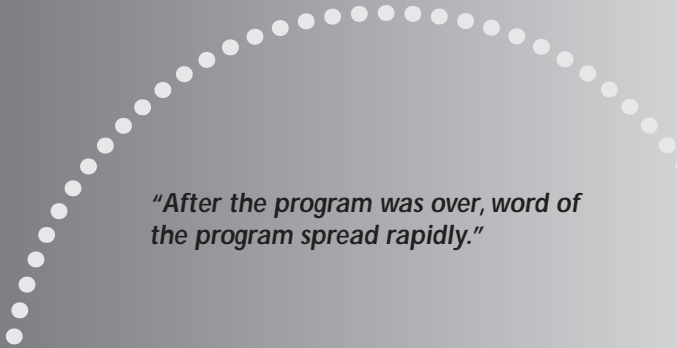
"The training we received has greatly reduced internal broke losses and improved the quality of our product. We are operating more efficiently and have refined our productivity and run-time," said Roger Schneider, training coordinator.

"It was a major effort to train everyone on a continuous basis for 18 months...but well worth the time invested. With the funding provided by ETP, we're able to remain competitive and keep business in California ... where it belongs!"

Roger Schneider
Training Coordinator

University Business Center at CSU-Fresno

Fresno, California



"After the program was over, word of the program spread rapidly."

Owning a small business can be an agonizing experience for some or a rewarding experience for others. Knowing the right and wrong way of running a business is the key to a successful future.

The University Business Center (UBC) at California State University, Fresno has provided training to entrepreneurial businesses since 1964. Unique to the CSUS system, UBC provides customized retraining programs to employers who operate with fewer than ten employees.

UBC training includes business plan development, computer applications, human resource procedures, cash flow analysis, legal issues and general management.

Until recently, there have been limited opportunities for comprehensive training that benefits area small businesses. ETP funds allowed the UBC to successfully train 225 small business owners in skills needed to enhance competitiveness and productivity. Business owners received training in management skills, cash flow, marketing/promotion, customer service and strategic planning.

Aldina Rotondaro, UBC systems coordinator, attributes the success of the program to focus group discussions. The input from these groups helped the UBC plan and develop a training project that small business owners would support.

To make the program more attractive and accessible, training was provided at various locations, in addition to the CSU-Fresno campus.

Dr. Kenneth Ritter, a Fresno Chiropractor, participated in the program and speaks highly of the program structure and quality of instructors. Within four months of completing training, Dr. Ritter increased his staff by 200 percent.


"The training I received from the UBC was definitely top-notch," said Ritter. "The practical application was very beneficial and easy to understand. I especially liked the fact that the UBC recruited experts in each field right from my community."

"After the program was over, word of the program spread rapidly. We were receiving numerous phone calls each week from people inquiring about the next training. They could not believe the university was offering such an excellent opportunity for free!"

Aldina Rotondaro
System Coordinator

Willits Electronic Assembly

Willits, California



"The cooperation we had with ETP was excellent."

Willits Electronic Assembly (WEA) maintains its competitive edge by offering customers high-quality products with on-time delivery. To remain profitable in a very competitive industry, Willits adopted a unique production strategy. Employees assemble many components of the product before being passed along in the production process rather than do one repetitive task over and over again.

Established in 1984 in Willits (Mendocino County), WEA manufactures process control devices, scientific test instruments, high-voltage cable assemblies and other devices for the transportation and chip etch industries, as well as scientific test equipment suppliers. Originally a subsidiary of Advanced Manufacturing and Development, Willits was purchased by the general manager in 1994 and is now a family-run California corporation of 18 full-time employees.

To respond to customer requirements for high-quality and technologically advanced products, WEA was granted \$35,000 from ETP to provide employee training. Training included basic clean room contamination control, demand pull technology (form of lean manufacturing), problem-solving and decision-making skills.

"A large portion of the training concentrated on providing employees with a common vocabulary," said President Jerry Turner. "Communication is enhanced, which in turn, allows people to have a common 'tool box' for analyzing and solving problems and quantifying outcomes."

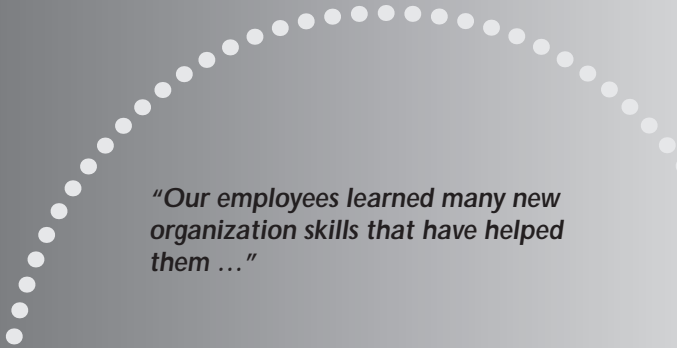
According to Turner, training has improved the company's manufacturing efficiency by making all employees aware of company goals while keeping all employees on track to achieve those goals.

"Willits will definitely provide training to new hires and offer refresher courses to all employees. The cooperation we had with ETP was excellent. ETP funds allowed Willits to customize training by offering specialized training to improve operations in measurable ways."

Jerry Turner
President

Zeneca Ag Products

Richmond, California



"Our employees learned many new organization skills that have helped them ..."

Helping to feed the world is an awesome responsibility. Farmers rely on companies who can produce the agrochemicals, such as herbicides, insecticides and fungicides, that help them improve the quality and quantity of food production.

Zeneca Ag Products is one of the leading manufacturers of agrochemicals and part of Zeneca Group PLC, a major 8.6 billion life sciences company with more than 30,000 employees worldwide. But as with many companies, the Zeneca team faces stiff competition.

Zeneca came to ETP because they needed help to create a high-performance workplace. ETP funded a program designed to upgrade employees skills by educating and empowering them to use new tools and learn new techniques.

All 300 employees at the Richmond (Contra Costa County) site received training in various word processing, spreadsheet and presentational software programs. The employees also had the opportunity to choose other areas including hazardous materials, oral communication skills, negotiation skills, team building skills and organizational skills.

"The training gave many of our employees the necessary computer skills to survive in today's high-tech world," said Sue Orbell, human resources service lead. "But it wasn't just the computer training that was helpful to us. We also found our employees learned many new team-

building skills enabling us to work better and more efficiently with our offices in the United Kingdom and Delaware."

"The funding by ETP has also helped Zeneca train employees to present their scientific results more effectively. Our employees learned many new organization skills that have helped them utilize their time and meet their goals."

Sue Orbell
Human Resource Service Lead

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Accuride International Inc.
Advance Computer Institute
Advanced Career Technologies Institute (ACTECH)
Advanced Computing Institute
Advanced Machine Programming
AHF-Ducommun, Inc.
Allfast Fastening Systems, Inc.
Alta Dena Certified Dairy, Inc.
American Color Graphics, Inc.
Armstrong World Industries, Inc.
Arthur Andersen LLP
Asian Neighborhood Design, Inc.
Auspex Systems, Inc.
Autodesk, Inc.
Automotive Dealership Business School
B & B Specialties
Bank of America - Rancho Cordova
Bank of the West
Bay Ship & Yacht Co.
Bell Atlantic Professional Services, Inc.
BHP Steel Building Products USA, Inc.
Bio-Rad Laboratories, Inc.
Board Ford, Inc.
Bobrick Washroom Equipment
Boeing North American, Inc. Rocketdyne Division
Borland International
Botanicals International, A Division of Zuellig Botanicals, Inc.
Brooks Protective Services, Inc.
Bryman College - Corinthian Colleges, Inc.
Butterball Turkey Company
California Institute of Customer Engineering of O.C. Inc.
California Paramedical and Technical College
California State University Hayward Foundation
California Steel Industries, Inc.
Calsonic North America, Inc.
Cerwin Vega, Inc.
Chapman University
Chem-Tronics, Inc.

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(Cont'd)

City of Inglewood/South Bay Private Industry Council
City of Long Beach/Career Transition Center
City of Long Beach/Career Transition Center (PIC)
Clarify, Inc.
CMA/Allwaste Environmental Services West Coast, Inc., Db a Philip Industrial Services Group
Co of Merced, Valley Sierra Small Business Development Center
Committee on Jobs
Communications & Power Industries
Communities in Schools of South Bay, Inc.
Community Business School
Composite Optics, Inc.
Computer Education Institute
Comtek Computer Systems II, Inc.
Condor Freight Lines
Consolidated Film Industries
Continental Training Center
Contra Costa Small Business Development Center
Cooley Godward LLP
Coopers & Lybrand LLP
Copeland Beverage Group, Inc.
CSU Dominguez Hills
Cubic Transportation Systems, Inc.
Data Circuit Systems, Inc.
Davis Wire Corporation
Deluxe Laboratories
Deutsch Metal Components
Directed Electronics, Inc.
Diversified Capitol Holdings, Inc. (DCH)
Dreyer's Grand Ice Cream
Earthlink Network, Inc.
Eltron International, Inc.
Escalon Packers, Inc. - Heinz Corporation
Esprit De Corp.
Fairfield-Suisun Adult School
Fashion Knitwear, Inc.
Fibre Containers Co.

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Flextronics International
Forbes Industries
Forged Metals, Inc.
Future Trucking Professionals, Inc.
G.C. Management
General Mills Operations, Inc.
Genus, Inc.
Golden Gate University
Goodwill Industries of San Francisco, San Mateo
Government Employees Insurance Company (GEICO)
Graphic Controls-Devon Corporation
Great Spring Waters Of America, Inc. (Perrier/Arrowhead Mountain Spring Water)
Greenheart Farms, Inc.
Grossmont - Cuyamaca Community College District
Guardian Industries, Inc.
Guardian Post Acute Services, Inc., DbA Guardian Health Group
Guidant Vascular Intervention
Haeger Corporation
Harman International
Hawthorne Machinery Company
Heinz, USA
Hufcor-Airwall, Inc.
Hughes Danbury Optical Systems, Inc.
Hyundai Electronics America
IDRC Teleservices, Inc.
Institute of Computer Technology
Internet and Web Services Corp.
J. G. Boswell Company
Jay El Products, Inc.
Jefferson Smurfit Corporation
Jewish Vocational and Career Counseling Service
John P. Wolfe Engineering, Inc.
Jones & Stokes Associates, Inc.
Kaiser Electronics
Kaiser Marquardt
Kawasaki Motors Corporation, USA

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(Cont'd)

Kellogg Supply, Inc.
Kellogg USA, Inc., Convenience Foods Division
Kilovac, A Division of CII Technologies
Kramer Carton Company
Lansco Die Casting, Inc.
Ling Electronics
Los Angeles Chapter Nat'l Tooling & Machining Assoc.
Lucas Western, Inc., Dba Lucas Aerospace Cargo Systems
M.R. Mold & Engineering Corporation
Marge Carson, Inc.
Marin Independent Journal
Marinco
Mariposa Resource Managment Dba Career Quest
Marriott's Desert Springs Resort and Spa
Martex Circuits Inc.
Mattson Technology Inc.
Maxoptix Corporation
McCormick and Company, Inc.
McLaren/Hart Environmental Engineering Corporation
Meg Technologies, Inc.
Metal Powder Products Company Dba Ceromet
Metal Surfaces, Inc.
Micrel Semiconductor, Inc.
Microcomputer Education Center, Inc.
Mid-America Dairymen, Inc.
Minimed Inc.
Molecular Simulations, Inc.
Moore Technologies - Moore Epitaxial Inc.
Motorola, Inc. - Semiconductor Products Sector
Multi Cable, Inc.
MWB Copy Products, Inc.
National Alliance of Business, Inc.
National Training Institute, Inc.
NCP Vocational School
New Horizons Computer Learning Center of Santa Ana, Inc.
Nextel Communications, Inc.
Nissan Motor Corporation

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(Cont'd)

No. Calif Teamsters Apprentice Training & Education
North American Transformer, Inc.
North State Grocery, Inc. Db a Holiday Quality Foods
NTA Industries, Inc.
Oakley, Inc.
Objective System Integrators, Inc.
Occupational Training Services
Omnicell Technologies, Inc.
Orbit Semiconductor, Inc.
Pacific Bearing, Inc., Db a Linear Industries, Ltd.
Pacific Coast Building Products, Inc.
Pacific Exchange, Inc.
Pacific Harbor Line, Inc.
Pacific Life Insurance Company
Packard Hughes Interconnect
Panasonic AKME
Phillips Industries, Inc.
Plastics Engineering and Development Inc.
Powerwave Technologies
Powis Parker, Inc.
Practical Data Processing, Inc.
Premier Industries, Inc.
Private Industry Council of Southeast Los Angeles County
PSI-Tronix Inc.
Qlogic Corporation
Radiant Technology Corporation
Rancho Santiago Community College District/Santa Ana
Rands Systems, Inc.
Rave Precision, Inc.
Recot, Inc., Db a Frito-lay
Refrigerating Engineers and Technicians Association, San Joaquin Valley Chapter
Robert Mondavi Winery
Sacramento County Office of Education, Education Programs Division
Sacramento Urban League, Inc.
San Bernardino County Sun
San Diego Workforce Partnership (Formerly PIC)
San Francisco Bay Area NTMA

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(Cont'd)

San Joaquin Valley College
San Mateo Co. Restaurant & Hotel Association
Santa Barbara Aerospace, Inc.
Santa Clarita Community College District
Santa Cruz Sentinel Publishing Company
Santa Rosa Junior College
Santa Rosa Junior College/Redwood Empire SBDC
Seagate Corporation Recording Media Group-Anaheim
Seco Manufacturing Co., Inc.
Senior Flexonics, Inc., Ketema Division
Senior Systems Technology, Inc.
Shamrock Meats Inc./Nippon Foods
Signet Scientific Company
Silicon Systems, Inc. (SSI)
Simonton Industries, Inc., Dba Simonton Windows
SMART (Strategic Marketing & Research Technologies)
Software Education of America, Inc.
Southern California Edison
Space Electronics, Inc.
Spectrian Corporation
Steelcase, Inc.
Summit Training Center, Inc., Dba Summit College
Sunclipse, Inc.
Sysco Food Services of San Francisco, Inc.
Tanner Insurance Brokers, Inc.
Technicolor, Inc.
Tecalote Research, Inc.
Teledyne Electronic Technologies, An Allegheny Teledyne Company
Teledyne Electronic Technologies, Inc.
The Californian, Salinas Newspapers, Inc.
The City of Anaheim
The Copper Connection, Inc.
The Desert Sun Publishing Company
The Employers Group
The Foundation for Educational Achievement
The Gap, Inc.
The George G. Glenner Alzheimer's Family Centers, Inc.

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(Cont'd)

The Los Angeles Cellular Telephone Company
The Meadows Group Inc. DbA Computerfocus
The Monadnock Company
The Money Store, Inc.
The Ritz-Carlton Hotel Co, DbA, The Ritz-Carlton, Marina Del Rey
The Rosicrucian Order, AMORC
The Sonoma Mission Inn & Spa
Thomas Bros. Maps
Thomas Lighting
Transamerica Occidental Life Company
Tri Valley Growers
Trimmaster, Inc.
True Tech Corporation
TRW - Electromagnetic Systems Division
Tycom Corporation
UAW-Labor Employment and Training Corporation
Universal Studios, Inc.
University of Phoenix
University of San Diego, Division of Continuing Education
Vail Wire & Steel
Valley Small Business Development Corporation
Vickers, Inc., Sterer Division
Video Symphony Entertraining, Inc.
View Sonic Corporation
Vinyl Technology, Inc.
Vista Metals Corporation
Wea Manufacturing, Inc.
Weber Metals, Inc.
West Coast Detective Academy
West Los Angeles College - Center for Economic Development
Westcoast Performance Products USA Inc.
Wilbur Curtis Company, Inc.
Young's Market Company